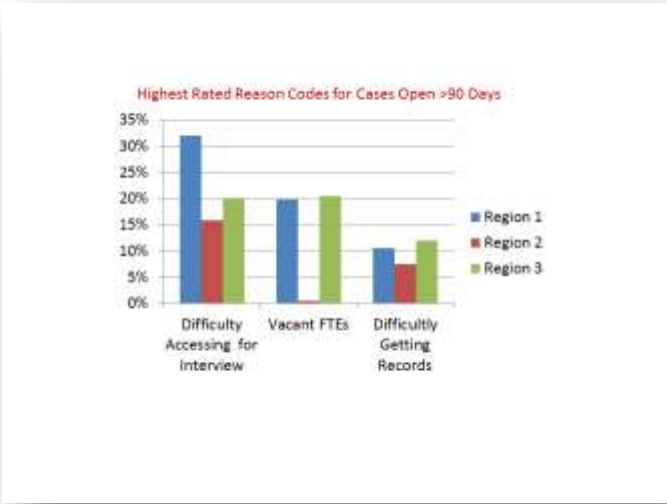
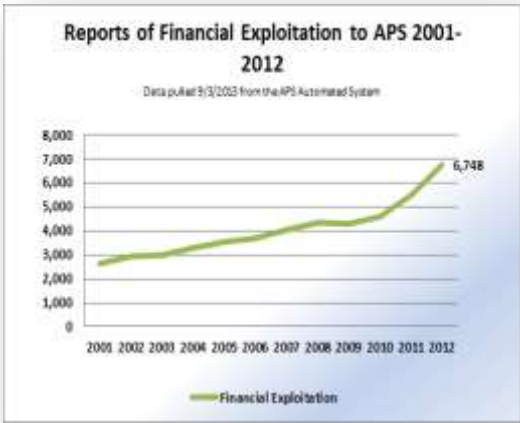


Clarify the Problem

Adult Protective Services (APS) completes investigations of vulnerable adult abuse, abandonment, neglect and exploitation; these investigations occur in private homes and facilities, such as licensed Adult Family Homes and Nursing Homes. The increased number of intakes and referrals has far out-paced staffing increases. In addition, the complexity of investigations has increased with more time-intensive financial exploitation cases now representing nearly one third of all investigations. From 2008 to 2012, APS has experienced a 35 percent increase in cases reported, a 25 percent increase in cases assigned (investigations), and a 30 percent increase in allegations investigated (one case may contain multiple allegations).

Breakdown the Problem

- Increased statutory requirements have led to increased complexity and workload processes.
- Staffing ratios are insufficient to address the increased number of cases coming in the front door at intake. This in turn has created a backlog of cases and an inability to close cases at 90 days. (Charting data will be included showing cases open beyond 90 days by reason code (data available no later than 12/20/2013).
- There are two different intake systems for APS and Resident Care Client Program (RCCP). TIVA will roll-out for APS and RCCP in May 2014.
- Staff retention; turnover and training.



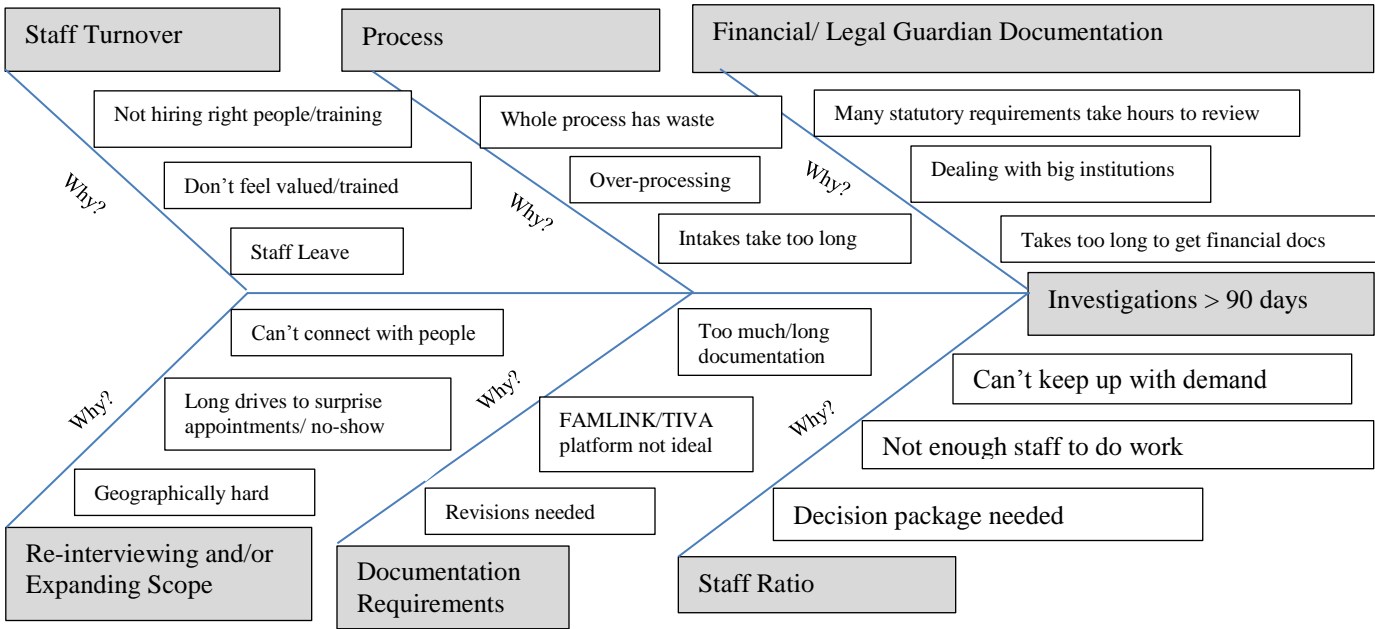
March Update:

- Will analyze DSHS Employee Survey when released.
- VSM scheduled for April 2014 to look at APS intake process.
- New Reason Code data shows main reasons cases are open >90 days are noted above and varies by Region. Investigating further.
- Decision Package did not move forward to Governor’s budget this cycle.

Target Setting

Our short-term goal is to decrease the number of cases open beyond 90 days from 21.77% to 20% by December 31, 2014. Our strategic goal is to decrease the number of cases open beyond 90 days to 12.05% by December 31, 2015, contingent upon changes in FTE allocation through the budget process.

Identify Root Cause



Identify Countermeasures

Root Cause	Proposed Countermeasure	Feasibility	Cost	Risk	Impact
Staff Turnover	Update APS training academy and include RCCP in training and provide one on one mentoring in the field.	Moderate	Unknown	Low	High
Process	Conduct Lean VSM to include HQ and field for intake process.	Easy	Neutral	Low	High
Financial	Assess/Balance resources to support “paralegal” positions	Challenging	Neutral	Low	High
Re-interviewing	Assess/Balance resources geographically	Challenging	Neutral	Low	High
Documentation	Famlink/TIVA documentation time may be saved need to look in to that	Challenging	Neutral	Low	High
Staff Ratio	Increase number of staff in APS w/decision package	Challenging	\$3.7	Low	High

Action Plan

ID#	Problem to be solved	Action Item	Lead	Team	Due Date	Status
1	Staff Turnover	Draft plan to investigate	Kathy A	Michael	60 days	On track
2	Process/resource balancing	Schedule VSM	Kathy M	Amy	60 days	On track
3	Process	Analyze Reason Codes >90 days	Michael	Kathy M	60 days	On track
4	Staff Ratio	Report on DP status	Kathy M	Kathy M	Done	Done

Evaluate Results Standardize then Repeat